

Rocky Flats Field Office  
Looking Toward the Future

# Rocky Flats Strategic Plan

---

Department of Energy  
Rocky Flats Field Office  
September 19, 1994



United States Government

Department of Energy  
Rocky Flats Field Office

# memorandum

DATE: SEP 21 1994

REPLY TO:  
ATTN OF: P&I:JDW:09146

SUBJECT: Rocky Flats Strategic Plan

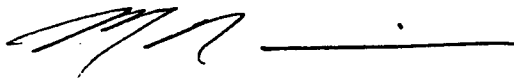
TO: Thomas P. Grumbly, Assistant Secretary for Environmental Management, EM-1, HQ

Attached is the Rocky Flats Strategic Plan, developed in accordance with your memorandum dated May 23, 1994.

The Rocky Flats Strategic Plan has been developed with extensive input from external stakeholders, e.g., Rocky Flats Local Impact Initiative and members of the Citizens' Advisory Board; input from field office, management and operating contractor employees; the Colorado Department of Public Health and the Environment; and the United States Environmental Protection Agency. Additional input was received from many headquarters groups including the Office of Safety and Health, EM-23; the Program Evaluation Staff, EH-30.2; the Office of Waste Management, EM-30; the Office of Environmental Restoration, EM-40; and the Office of Facility Transition and Management, EM-60. The active involvement of these diverse groups has helped us develop a better plan that addresses the challenges facing the Rocky Flats Environmental Technology Site.

The Rocky Flats Strategic Plan was developed before any reductions in Fiscal Year 1995 funding levels were proposed. The impacts of these proposed funding reductions are currently being analyzed, but will probably result in the inability to complete some activities as scheduled in the Strategic Plan. Any further Rocky Flats funding reductions may result in additional schedule delays for planned activities.

Thank you for your strong support and guidance during the development of our Strategic Plan. Your continued support and the support of your staff should allow us to achieve the objectives in our Strategic Plan.



Mark N. Silverman  
Manager

Attachment:  
Rocky Flats Strategic Plan

## **Preface**

The Rocky Flats Strategic Plan has been prepared to communicate the vision, goals, strategic objectives, strategies and success criteria that have been established by the U. S. Department of Energy Rocky Flats Field Office (RFFO), and the Management and Operating (M&O) contractors to move towards completion of the Rocky Flats mission. The purpose of the Strategic Plan is to establish a mission-based foundation to identify and plan, in a disciplined manner, the key activities which must be implemented and managed to increase operational efficiency and establish measurable progress at Rocky Flats.

This Strategic Plan establishes an overall framework upon which program and project planning at Rocky Flats will be based. The primary focus of the Rocky Flats Strategic Plan is to concentrate on activities that will reduce, eliminate or mitigate the significant environmental liabilities which exist as a result of past years of operating a nuclear weapons production facility while protecting the safety of our workers, the public, and the environment. In parallel with reducing, eliminating or mitigating existing environmental liabilities, several core activities are essential to maintain Rocky Flats in a safe and stable condition. While the emphasis of this plan is to identify activities directed at liability reduction, necessary core activities will continue to be planned, funded and managed. However, the Rocky Flats Strategic Plan is intended to eliminate inefficiencies and reduce base activities, where applicable, by aligning the mission, strategic objectives and strategies with activities, priorities and funding.

## **Table of Contents**

Introduction	.	.	.	.	.	.	.	.	.	1
Vision	.	.	.	.	.	.	.	.	.	2
Mission	.	.	.	.	.	.	.	.	.	2
The Way We Do Business	.	.	.	.	.	.	.	.	.	3
Strategic Objectives	.	.	.	.	.	.	.	.	.	4
Strategies and Success Criteria	.	.	.	.	.	.	.	.	.	5
Glossary	.	.	.	.	.	.	.	.	.	41

# Rocky Flats

## Strategic Plan

# Introduction

---

Rocky Flats is embarking on a new era in the use of land, facilities, equipment and personnel. Our change in mission from nuclear weapons production to environmental cleanup has presented us with unique challenges and opportunities. We have taken the first step to identify and adequately address these challenges and opportunities by developing a Rocky Flats Strategic Plan. Over the next several years, our workforce and financial resources will be concentrated on activities which directly support the Rocky Flats Strategic Plan.

We have developed the Rocky Flats Strategic Plan as part of a disciplined effort to help make fundamental decisions and take actions that shape and guide why we exist and what we do at Rocky Flats. The Rocky Flats Strategic Plan identifies our organizational mission, strategic objectives, strategies and success criteria that will help us realize our vision for the future. This plan establishes the central purpose and direction for the conduct of activities at Rocky Flats, and is a mechanism to communicate this direction to our employees and our public and regulatory community who are directly responsible for helping us plan, implement and manage Rocky Flats work. We recognize and fully encourage the Rocky Flats community to share responsibility for ensuring our Strategic Plan is achievable and reflected by ongoing activities.

An important goal of this Strategic Plan is to provide employees and stakeholders with a comprehensive picture of the future of Rocky Flats. In the maturing of the Strategic Plan, we will: continue to encourage communication with, and participation from, employees and stakeholders to identify and plan Rocky Flats activities; seek to accommodate divergent interests and values; and foster orderly decision making and successful implementation. The importance of the Rocky Flats Strategic Plan stems from its ability to help us and our community respond effectively to the technical diversity, public policy considerations, and economic impacts we will face in the clean up and future use of Rocky Flats.

We have depicted how we plan to address some of the significant issues such as long-term public health and safety, environmental compliance and the future use of Rocky Flats. We strongly believe the strategic planning process and resulting Strategic Plan will benefit Rocky Flats by helping to clarify future direction, establish priorities, develop a coherent and defensible basis for decision making, make decisions today with recognition of their future consequences, and improve organizational performance. The Rocky Flats Strategic Plan will continue to evolve. Senior managers on site, in consultation with stakeholders and staff, will revisit the plan as the need arises to shape a dynamic, efficient, and effective program, enabling the site to achieve its mission in an ever-changing environment.

Diversity is a key to the future success of Rocky Flats and critical to the achievement of our mission. Accordingly, we will continue to establish strong partnerships with our employees and stakeholders by valuing and respecting differences of all kinds. These partnerships will include seeking new and innovative ways to involve employees and stakeholders in the strategic planning process and providing opportunities for participation in the decision making and budgeting processes. We believe strongly that the people directly affected by our decisions, especially decisions affecting human health, the environment, and economic interests, should be involved early in the planning process. Lastly, we encourage and look forward to stakeholder involvement, early and often, in the strategic planning process to ensure we have captured the safety, environmental, social, and economic factors which must be collectively addressed to reach technically sound, publicly acceptable and cost-effective decisions.

# Vision

---

Our vision has been expressed to provide a unifying theme and vital challenge to all organizations, communicate a sense of achievable ideals, serve as a source of inspiration for confronting daily activities, and become a contagious, motivating and guiding influence.

***Be the model site for environmental clean-up and economic conversion with community recognition and support.***

# Mission

---

In conjunction with our local public and regulatory community stakeholders, we have defined the Rocky Flats mission as:

***Manage waste and materials, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use in a manner that is safe, environmentally and socially responsible, physically secure, and cost-effective.***

# **The Way We Do Business**

---

The following statements communicate the values and principles of all Rocky Flats employees. We continue to stand by our commitment to conduct ourselves in accordance with these values and principles.

- **We value people as our most important resource.**
- **We protect the health and safety of our workers and neighbors.**
- **We are honest, ethical and open.**
- **We are stewards of the environment.**
- **We are customer oriented.**
- **We work as a team.**
- **We are committed to quality and continuous improvement.**
- **We wisely use the taxpayers' money.**



# Strategic Objectives

---

We developed the following strategic objectives by distilling the mission into more pragmatic and concrete guidelines upon which strategies and associated action plans will be developed. The strategic objectives are numbered solely for identification purposes.

- |                        |  |
|------------------------|--|
| Strategic Objective 1  | Manage waste effectively such that the forecasted waste inventory is reduced by 50% by the end of FY 2005.   |
| Strategic Objective 2  | Place nuclear materials in environmentally sound, physically safe, secure, proliferation resistant, and verifiable storage by FY 2002, until an off-site receiver is available.  |
| Strategic Objective 3  | By the end of FY 1997, improve management of equipment and other usable materials, and by the end of FY 2000, create and implement processes to reduce risks and costs for usable equipment and materials.   |
| Strategic Objective 4  | By the end of FY 2000, complete ER 2000 clean-up actions, and by the year 2020, complete CERCLA/RCRA cleanup required by the Rocky Flats Cleanup Agreement.  |
| Strategic Objective 5  | By December 1996, in full partnership with stakeholders, identify preferred short term and long term beneficial uses of Rocky Flats.   |
| Strategic Objective 6  | By the end of FY 1999, reduce by 50% hazards to the worker and public from Rocky Flats .   |
| Strategic Objective 7  | By the end of FY 1996, achieve full environmental regulatory compliance with the legal requirements outlined in compliance agreements; court orders; consent agreements; and Federal and state regulations.  |
| Strategic Objective 8  | By the end of FY 1996, the interests, values, views, priorities and concerns of the public are appropriately integrated into the operations at Rocky Flats.  |
| Strategic Objective 9  | Develop and motivate our people, both as individuals and as a team.  |
| Strategic Objective 10 | By the end of FY 1999, reduce by 25% the security resource requirements and security impacts to other programs without an unacceptable increase in risk.   |
| Strategic Objective 11 | Implement a culture that ensures we plan, prioritize and streamline activities so that 50% of FY 1998 operating funds are available for liability reduction activities (e.g., Operating Unit [OU] remediation; waste treatment, storage and disposal; material stabilization; Special Nuclear Material [SNM] consolidation). |

## Strategies and Success Criteria

The following strategies and associated success criteria have been established to directly support the accomplishment of the respective strategic objectives. The Rocky Flats Field Office (RFFO) champion for each strategic objective is listed. The portion of the Mission Statement that each objective supports is also indicated. Changes are from Fiscal Year (FY) 1994, unless otherwise indicated.

**Manage waste** and materials, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use in a manner that is safe, environmentally and socially responsible, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 1:** Manage waste effectively such that the forecasted waste inventory is reduced by 50% by the end of FY 2005. (Champion: D. Ruscitto)

Major Work Elements [encompasses solid, hazardous, low level, transuranic (TRU), and residue wastes]

- Waste minimization, pollution prevention and volume reduction
- Assess site demands for waste treatment, storage and disposal
- Storage capacity exceeds demand
- Treatment capacity meets demand
- Disposal capacity meets demand
- Generation and characterization
- Permitting and documentation
- RCRA closure
- Plutonium bearing liquid stabilization and solid residue management/elimination
- Inherently waste-like materials

Target Date		Action
Strategy 1.1		Conduct Waste Minimization Pollution Prevention Opportunity Assessments to identify processes and areas where waste minimization actions can be implemented, and prioritize in accordance with hazard assessments.
		Set waste minimization reduction goals to be achieved based on these assessments.
Success Criteria	Begin FY 1995	Annually assess 20% of the major identified waste streams.
	End of FY 1999	Implement 75% of the identified waste minimization opportunities.

Target Date		Action
Strategy 1.2		Assess future site demands for waste treatment, storage and disposal through development of the Comprehensive Waste Management Plan.
Success Criteria	End of FY 1994	Publish the Comprehensive Waste Management Plan. (storage and disposal only)
	End of FY 1995	Publish the revised Comprehensive Waste Management Plan to include waste treatment.
Strategy 1.3		Determine where demand exceeds capacity for treatment, storage and disposal through use of the Comprehensive Waste Management Plan.
Success Criteria	End of FY 1994	Publish the Comprehensive Waste Management Plan. (storage and disposal only)
	End of FY 1995	Publish the revised Comprehensive Waste Management Plan to include waste treatment.
Strategy 1.4		Identify corrective actions for cases where demand for waste treatment, storage and disposal exceeds capacity.
Success Criteria	End of FY 1994	Publish the Comprehensive Waste Management Plan. (storage and disposal only)
	End of FY 1995	Publish the revised Comprehensive Waste Management Plan to include waste treatment.
Strategy 1.5		Select and implement corrective actions to accommodate storage shortfalls.
Success Criteria	End of FY 1995	Assess ways to improve efficiencies and reduce costs in current waste storage facilities. Assess ways to convert existing facilities to storage facilities.
	End of FY 1995	The Centralized Waste Storage Disposal Facility is constructed and begins receiving low level waste.
	End of FY 1996	The sanitary landfill baler is operational.

Target Date		Action
Strategy 1.6		Select and implement corrective actions to accommodate treatment shortfalls.
Success Criteria	By FY 2005	The first low-level LDR mixed waste treatment system is operational.
	By FY 2010	All on-site and off-site treatment facilities are operational.
	By FY 2020	Meet federal, state and site waste disposal criteria (e.g., RCRA LDR, Waste Acceptance Criteria, etc.) for waste in storage and waste generated at Rocky Flats.
<hr/>		
Strategy 1.7		Obtain approval from the Nevada Test Site to dispose of Rocky Flats low-level mixed waste.
		Be prepared to obtain approval from Waste Isolation Pilot Project to dispose of Rocky Flats transuranic (TRU) waste.
		Obtain approval from commercial facilities, as required, to dispose of radioactive and non-radioactive wastes from Rocky Flats.
		Develop alternatives in case any of these facilities are unable to receive Rocky Flats waste in the projected volumes.
Success Criteria	End of 2nd Quarter FY 1995	Alternatives are developed and published.
	End of FY 1995	Obtain letters of approval to ship radioactive mixed and/or non-radioactive waste from Rocky Flats for disposal at commercial facilities.
	End of 2nd Quarter FY 1998	Obtain letters of approval to ship Rocky Flats low-level mixed wastes for disposal at Nevada Test Site.
	End of FY 1998	Obtain letters of approval to ship Rocky Flats TRU wastes for disposal at Waste Isolation Pilot Project.

Target Date		Action
Strategy 1.8		In a manner consistent with the Comprehensive Waste Management Plan and planned waste minimization activities, ship to off-site disposal sites sufficient Rocky Flats waste to meet the Rocky Flats reduction goal of 50% of the forecasted waste inventory.
Success Criteria	End of FY 1995	Publish annual waste reduction goals.
	Annually	Ship sufficient waste to meet Rocky Flats annual waste reduction goals.
Strategy 1.9		Institute procedural and engineering controls to ensure newly generated and existing wastes meet identified treatment, storage, and disposal acceptance criteria. Prioritize in accordance with hazard assessments.
Success Criteria	End of FY 1995	Meet identified treatment, storage, and disposal acceptance criteria for newly generated wastes.
Strategy 1.10		Ensure methods are available to perform necessary waste characterizations and that sufficient laboratory capacity is available to perform the needed characterizations in compliance with regulatory time limits.
Success Criteria	End of 1st Quarter FY 1996	Sufficient laboratory capacity is available to perform needed characterizations in compliance with regulatory time limits.
Strategy 1.11		Ensure waste management requirements are fulfilled, including state and federal regulations, permits, orders and agreements.
Success Criteria	Starting FY 1995	No warning letters or Notices of Violation are received for waste management activities.

Target Date		Action
Strategy 1.12		Establish and implement RCRA tank closures program for Mixed Residue Tanks.
Success Criteria	End of FY 1994	Initiate pencil tank pilot project demonstration/sampling for RCRA Mixed Residue Tank Closures.
	End of FY 1995	Complete four RCRA Mixed Residue Pencil Tank Closures.
	End of FY 1996	Complete four RCRA Mixed Residue Pencil Tank closures and two Mixed Residue Raschig Ring Tank closures.
	End of FY 1997	Complete four RCRA Mixed Residue Pencil Tank closures, four Mixed Residue Raschig Ring Tank closures and two Mixed Residue Annular Tank closures.
Strategy 1.13		Complete stabilization of plutonium bearing liquids.
Success Criteria	End of FY 1995	Drain 11 low level tanks in Building 771 to an operationally empty condition.
	End of FY 1995	Process 4 tanks in Building 771 by plutonium hydroxide precipitation.
	End of FY 1995	Cement an estimated 190 bottles through the Building 774 Bottle Box.
	End of FY 1995	Start up the Building 774 Carrier Precipitation processes.
	End of FY 1995	Complete NEPA documentation for Phase II activities.
	End of FY 1996	Start to process high level tanks through precipitation in Building 771.
	End of FY 1996	Drain Category B tanks in Building 371.
	End of FY 1998	Drain and process the remaining solutions held-up in tanks and piping.

Target Date		Action
Strategy 1.14		Develop a plan describing the management and final disposal of plutonium bearing residues.
Success Criteria	End of 1st Quarter FY 1995	Submit vault and glovebox drawings necessary to obtain a RCRA storage permit for solid mixed residues.
	End of 1st Quarter FY 1995	Complete consolidation of 55 gallon drums of solid mixed waste.
	End of 2nd Quarter FY 1995	Publish the plan describing the management and final disposal of plutonium bearing residues.
	End of FY 1995	Repackage 70 drums of inorganic solid or mixed residues for shipment to WIPP.
	End of FY 1995	Obtain 80 solid samples and 80 headspace gas samples for the characterization of solid or mixed residues.
	End of FY 2004	Adapt technologies developed for treatment of low level mixed wastes for treating mixed residues.

**Manage waste and materials**, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use in a manner that is safe, environmentally and socially responsible, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 2:** Place nuclear materials in environmentally sound, physically safe, secure, proliferation resistant, and verifiable storage by FY 2002, until an off-site receiver is available. (Champion: D. Ruscitto)

**Major Work Elements**

For Plutonium, Americium, Uranium, and other radioactive materials

- Special Nuclear Material characterization
- Special Nuclear Material repackaging
- Special Nuclear Material stabilization
- Consolidate Special Nuclear Materials
- Inventory control and management
- Shrink the Protected Area

Target Date		Action
Strategy 2.1		Characterize, designate, and prioritize disposition of accountable special nuclear materials based on hazards analysis and risk reduction.
Success Criteria	End of FY 1995	Characterize currently stored forms of accountable special nuclear material using direct observation, historical data, or corporate memory.
	End of FY 1996	Designate and prioritize the disposition of accountable special nuclear material using a hazards and risk analysis.
	End of FY 1997	Install and operate state-of-the-art nuclear material measurement equipment.



Target Date		Action
Strategy 2.2		Reduce the Perimeter Intrusion Detection and Assessment System (PIDAS) to encompass only Building 371.
Success Criteria	End of 3rd Quarter FY 1997	Establish plutonium repackaging and processing lines in Building 371.
	End of 1st Quarter FY 1999	Install Material Control and Accountability equipment in Building 371.
	End of 1st Quarter FY 1999	Transfer accountable special nuclear material to Building 371.
	End of 2nd Quarter FY 1999	Construct new PIDAS to enclose Building 371.
Strategy 2.3		Obtain compliance with the storage criteria for plutonium metal and oxides.
Success Criteria	End of FY 1999	Place 50% of the plutonium inventory in safe storage.
	End of FY 2002	Place plutonium in safe storage.
Strategy 2.4		Remove Special Nuclear Material from the site when a receiver has been identified.
Success Criteria	End of FY 1996	Remove non-plutonium contaminated highly enriched uranium including highly enriched uranium solutions.
	End of FY 1998	Decontaminate and/or ship plutonium contaminated highly enriched uranium from the site.
	End of FY 2010	Remove remaining accountable nuclear material from the site when a receiver is identified.

Target Date		Action
Strategy 2.5		Develop and implement a comprehensive database to manage nuclear materials at Rocky Flats; and perform a discrete item physical inventory of these nuclear materials.
Success Criteria	End of FY 1995	Establish a single inventory control system for Rocky Flats nuclear material.
	End of FY 1995	Complete 70% of the discrete item physical inventory.
	End of FY 1996	Complete 90% of the discrete item physical inventory, and incorporate 70% of the material inventory into the database.
	End of FY 1997	Complete 100% of the discrete item physical inventory, and incorporate 90% of the material inventory into the database.
	End of FY 1998	Incorporate 100% of the material inventory into the database.
Strategy 2.6		Ensure International Atomic Energy Agency (IAEA) and other international safeguards inspections are fully accommodated on-site at minimal cost and without undue impact to national security objectives.
Success Criteria	End of FY 1995	Accommodate initial IAEA Inspection.
	End of FY 1995 - Ongoing	Accommodate continuing IAEA-RF safeguards inspections, planning and training to meet national security objectives in future years.
	FY 1995 - Ongoing	Accommodate other international safeguards inspections, planning and training to meet national security objectives in future years.

**Manage waste and materials**, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use in a manner that is safe, environmentally and socially responsible, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 3:** By the end of FY 1997, improve management of equipment and other usable materials, and by the end of FY 2000, create and implement processes to reduce risks and costs for usable equipment and materials. (**Champion: L. Lewis**)

**Major Work Elements**

For other materials

- Disposition excess materials
- Inventory control and management
- Reduce losses of materials

<b>Target Date</b>		<b>Action</b>
Strategy 3.1		Perform a complete physical inventory of equipment and other usable materials managed at Rocky Flats.
Success Criteria	End of FY 1995	Complete 100% of equipment inventory.
	End of FY 1997	Complete 50% of inventory of other usable material.
	End of FY 1999	Complete 100% of inventory of other usable material.
Strategy 3.2		Develop and implement a comprehensive database to track the inventory of Rocky Flats equipment and other usable materials. Database includes identification information, name of current owner, current use, and current location.
Success Criteria	End of 3rd Quarter FY 1995	Establish an automated inventory control system for Rocky Flats equipment and other usable materials.
	End of FY 1995	Incorporate 100% of the equipment inventory into the database.
	End of FY 1997	Incorporate 50% of the inventory of other usable material into the database.
	End of FY 1999	Incorporate remaining 50% of the inventory of other usable material into the database.
	Annually	Update inventory.

Target Date		Action
Strategy 3.3		Evaluate inventoried equipment and other usable materials and designate disposition. Develop standard evaluation methods for equipment and other usable materials which do not have established evaluation criteria.
Success Criteria	End of FY 1996	Evaluate 100% of equipment.
	End of FY 1998	Evaluate 50% of other usable materials.
	End of FY 2000	Evaluate remaining 50% of other usable materials.
Strategy 3.4		Manage equipment and other usable materials in a manner which allows centralized control, minimized maintenance and reduced liabilities.
Success Criteria	End of FY 1996	Maintain in storage 100% of equipment at Rocky Flats in a manner which allows centralized control, minimized maintenance and reduced risk.
	End of FY 2000	Maintain in storage 100% of other usable materials at Rocky Flats in a manner which allows centralized control, minimized maintenance and reduced risk.

Manage waste and materials, **clean up** and convert the Rocky Flats Environmental Technology Site to beneficial use in a manner that is safe, environmentally and socially responsible, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 4:** By the end of FY 2000, complete ER 2000 clean-up actions, and by the year 2020, complete CERCLA/RCRA cleanup required by the Rocky Flats Cleanup Agreement. (**Champion: J. Roberson**)

Major Work Elements

- ER 2000
- Accelerated cleanup
- Operable Unit closure
- Individual Hazardous Substance Site closure
- Rocky Flats Cleanup Agreement
- Decontamination and decommissioning
- Building deactivation

Target Date		Action
Strategy 4.1		Develop a complete program for Phase I of Accelerated Cleanup (Removal Action, Interim Measure/Interim Remedial Action, or No Further Action Decision Document on at least 40 Individual Hazardous Substance Sites [IHSS]). Plan will include scope, schedules, required resources, waste storage capacity, and planned actions to address critical issues or other operating features.
Success Criteria	End of 1st Quarter FY 1995	<p>Complete preliminary cost estimates.</p> <p>Determine critical resources and their impact on execution options.</p> <p>Analyze options and develop course of action with team of DOE, the contractor(s), CDPHE, EPA, and public stakeholders.</p> <p>Identify critical issues and assign actions.</p> <p>Obtain approval of plan by DOE Headquarters, regulatory agencies, and public stakeholders.</p>

Target Date		Action
Strategy 4.2		Execute planned actions in a team-oriented mode involving stakeholders.
Success Criteria	End of FY 1995	Complete 10 accelerated cleanup actions and document in Removal Reports, Completion Reports, or No Further Action Decision Documents submitted to Regulatory Agencies.
	End of FY 1996	Complete a total of 20 accelerated cleanup actions and document in Removal Reports, Completion Reports, or No Further Action Decision Documents submitted to Regulatory Agencies.
	End of FY 1997	Complete a total of 40 accelerated cleanup actions and document in Removal Reports, Completion Reports, or No Further Action Decision Documents submitted to Regulatory Agencies.
<hr/>		
Strategy 4.3		Incorporate the accelerated cleanup approach into the Rocky Flats Cleanup Agreement.
Success Criteria	End of FY 1994	Agree with regulators on extent to which the accelerated cleanup approach will be included in the Rocky Flats Cleanup Agreement.
	End of January 1995	Implement the Rocky Flats Cleanup Agreement.
	As required By RFCA	Meet Rocky Flats Cleanup Agreement Milestones.
<hr/>		

Target Date		Action
Strategy 4.4		Expedite source removals to significantly reduce risk by pursuing ER 2000.
Success Criteria	End of FY 1995	Close Operable Units 1, 11, 15, and 16.
	End of FY 2000	Close the 16 Operable Units in the Interagency Agreement.
Strategy 4.5		Prove the ability of the site to perform decontamination and decommissioning.
Success Criteria	End of FY 1995	Complete 1 Decontamination and Decommissioning Pilot Project.
	End of FY 1996	Complete 2 Decontamination and Decommissioning Projects.
Strategy 4.6		Prove the ability to interact successfully with regulators during a decontamination and decommissioning project.
Success Criteria	End of FY 1995	Complete the Rocky Flats Cleanup Agreement Decontamination and Decommissioning Demonstration Project.
Strategy 4.7		Develop the processes necessary to transfer a surplus production building to the Decontamination and Decommissioning Program.
Success Criteria	End of FY 1995	Transfer a surplus production building to the Decontamination and Decommissioning Program.

Target Date		Action
Strategy 4.8		Identify buildings, processes, and equipment which can be taken out of service to reduce operating costs.
Success Criteria	End of 2nd Quarter FY 1995	Complete and publish an approved report on Rocky Flats buildings, processes, and equipment that are recommended to be taken out-of-service.
	Annually Thereafter	Update annually.
	End of FY 1995	Deactivate two modules in Building 707.



Manage waste and materials, clean up and **convert the Rocky Flats Environmental Technology Site to beneficial use** in a manner that is safe, environmentally and socially responsible, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 5:** By December 1996, in full partnership with stakeholders, identify preferred short term and long term beneficial uses of Rocky Flats. (**Champion: J. Wienand**)

Major Work Elements

- Sitewide Environmental Impact Statement
- Future Site Use Plan
- Strategic Plan
- Baseline development
- Economic Development
- NCPP
- Deactivation

Target Date		Action
Strategy 5.1		Analyze environmental and cumulative impacts of preferred and short term beneficial uses of Rocky Flats.
Success Criteria	End of 1st Quarter FY 1997	A completed Sitewide Environmental Impact Statement analyzes impacts of preferred and alternative preferred short term uses.
Strategy 5.2		Identify preferred long term beneficial uses of Rocky Flats.
Success Criteria	End of FY 1995	A completed Future Site Use Plan identifies preferred long term uses.
Strategy 5.3		Complete non-nuclear production.
Success Criteria	September 1994	FY 1994 requirements are met.

	Target Date	Action
Strategy 5.4		Complete non-nuclear consolidation work.
Success Criteria	FY 1995 & FY 1996	Support requirements for technology transfer to Kansas City Plant and Los Alamos National Laboratory.
	September 1996	The last equipment, tools and documents are shipped.
Strategy 5.5		Develop a Comprehensive Economic Development Plan for the Rocky Flats Environmental Technology Site.
Success Criteria	End of 1st Quarter FY 1995	Publish a draft Comprehensive Economic Development Plan.
	End of FY 1995	After stakeholder review, publish the final Comprehensive Economic Development Plan.
	Annually thereafter	Update the Comprehensive Economic Development Plan.
Strategy 5.6		Use the National Conversion Pilot Project to determine the feasibility of economic conversion of contaminated Rocky Flats facilities.
Success Criteria	End of 1st Quarter FY 1995	Create and document the process used to resolve issues relative to economic conversion. National Conversion Pilot Project Stage II participant determines manufacturing activities can be conducted at favorable cost/benefit ratio.
Strategy 5.7		With stakeholder acceptance, facilitate three separate economic conversion projects in which current Rocky Flats facilities, equipment and/or personnel are successfully converted to commercial and /or community activities of benefit to the local economy.
Success Criteria	End of FY 2004	Implement three economic conversion projects.

	<b>Target Date</b>	<b>Action</b>
Strategy 5.8		Establish and maintain an integrated site wide baseline, showing how activities are linked; their impacts on each other with respect to priorities, schedule, resource allocation and funding; and how the Strategic Plan will be implemented.
<b>Success Criteria</b>	<b>End of FY 1994</b>	<b>Complete development of the Screening and Prioritization Methodology.</b>
	<b>3rd Quarter FY 1995</b>	<b>Complete development of the draft integrated site wide baseline.</b>
	<b>End of 3rd Quarter FY 1995</b>	<b>Complete public review of the draft integrated site wide baseline. Publish final integrated site wide baseline.</b>

Manage waste and materials, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use **in a manner that is safe**, environmentally and socially responsible, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 6:** By the end of FY 1999, reduce by 50% hazards to the worker and public from Rocky Flats. (Champion: D. Brockman)

**Major Work Elements**

- Comprehensive Risk Assessment
- Human Health Risk Assessment
- Site Safety Analysis Report
- Voluntary Protection Program
- Radiation protection

Target Date		Action
Strategy 6.1		By the end of the 2nd quarter FY 1995, develop criteria against which the 50% hazard reduction to workers will be measured (e.g., lost workdays, number of non-compliances, number of incidents, injuries, exposures, etc.).
Success Criteria	End of FY 1995	Complete and publish criteria against which 50% hazard reduction to workers will be measured.
	End of 2nd Quarter FY 1996	Publish the draft Comprehensive Risk Assessment.
Strategy 6.2		Develop the baseline against which hazard reduction to the public will be measured.
Success Criteria	End of 1st Quarter FY 1997	Complete and publish the draft Emergency Management/Hazard Assessment Reports and the Site Safety Analysis Report. Review with stakeholders.
	End of 2nd Quarter FY 1996	Publish the draft Comprehensive Risk Assessment.

Target Date		Action
Strategy 6.3		Identify risk reduction work (e.g., liquid stabilization, SNM consolidation, thermal stabilization, etc.) and align the budget with planned risk-reduction work.
Success Criteria	End of FY 1994	<b>FY 1995 Major Activities support identified risk reduction work.</b>
	End of 3rd Quarter FY 1995	<b>FY 1997 ADSs support identified risk reduction work.</b>
Strategy 6.4		Implement a hazards identification and recognition system with 1) milestones, 2) an approved hazard recognition and management system, and 3) interim controls.
Success Criteria	End of FY 1994	<b>Implement a hazards identification and recognition system.</b>
Strategy 6.5		Perform hazards analysis, and implement cost-effective hazard controls for risk reduction work identified in Strategy 6.3.
Success Criteria	End of FY 1995	<b>Perform hazard analyses.</b>
	End of FY 1996	<b>Implement cost-effective hazard controls.</b>
Strategy 6.6		Reduce worker radiation exposure.
Success Criteria	End of 1st Quarter FY 1996	<b>Meet requirements of 10 CFR 835, "Radiation Protection for Occupational Workers."</b>
Strategy 6.7		Reduce industrial hazards to the workers.
Success Criteria	End of FY 1997	<b>Meet requirements of the DOE Voluntary Protection Program.</b>

Target Date		Action
Strategy 6.8		Reduce hazards to the public and workers by fully implementing Price Anderson Amendment Act Nuclear Safety Rules.
Success Criteria	Accordance With Rule Time frames	Develop approved Nuclear Safety Rule Implementation Plans.
	Accordance With Approved Imp. Plans	Comply with Nuclear Safety Rule Implementation Plans.
Strategy 6.9		Develop and implement a system for the review, identification and implementation of appropriate standards and requirements which can accommodate varied hazard level facilities and activities.
Success Criteria	End of FY 1995	Develop and implement three pilot projects.

Manage waste and materials, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use **in a manner that is safe, environmentally and socially responsible**, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 7:** By the end of FY 1996, achieve full environmental regulatory compliance with the legal requirements outlined in compliance agreements; court orders; consent agreements; and Federal and state and regulations. (**Champion: D. Brockman**)

Major Work Elements

- Hazardous Waste Compliance Program Plan
- Judicial Orders
- Consent Agreements
- Environmental permits
- Deficiency tracking and reporting

	Target Date	Action
Strategy 7.1		DOE and contractor personnel responsible for environmental compliance are held accountable in the areas assigned to them.
Success Criteria	End of 1st Quarter FY 1995	All DOE and contractor personnel performance appraisals/evaluations contain a performance element which assesses environmental compliance, knowledge and effectiveness.
	End of 1st Quarter FY 1995	Policies and procedures exist which specifically address rewards and punishments relating to environmental compliance.
Strategy 7.2		Establish and monitor progress against environmental compliance goals.
Success Criteria	End of 1st Quarter FY 1995	Define and publish environmental compliance goals.
	End of 1st Quarter FY 1995	Measure, trend, and distribute to DOE and contractor senior management the progress toward environmental compliance.

Target Date		Action
Strategy 7.3		Current environmental management topics are communicated throughout Rocky Flats.
Success Criteria	Begin 1st Quarter FY 1995	Publish environmental articles in newsletters and make available to Rocky Flats personnel.
	As Required	Disseminate changes to environmental regulations and lessons learned and include these in training.
	End of FY 1994	Develop and implement a process to communicate to management environmental deficiencies, issues, etc.
Strategy 7.4		Assess existing implementing procedures to identify areas where improvement is necessary. Improve identified procedures.
Success Criteria	End of FY 1996	Implement improved procedures.
Strategy 7.5		Establish comprehensive and accurate independent audit, self-identification, recurrence control, and environmental deficiency tracking and reporting programs and systems.
Success Criteria	End of FY 1994	Establish an accurate and timely deficiency tracking and reporting system.
	End of FY 1994	Establish, monitor, and publish a performance indicator that illustrates continuous improvement in reducing environmental deficiencies at Rocky Flats.
Strategy 7.6		Develop and institute a system that prioritizes environmental deficiencies according to severity and provides the necessary resources to correct the deficiencies according to the prioritization status.
Success Criteria	End of FY 1995	Establish a prioritization system for the correction of environmental deficiencies.



Target Date		Action
Strategy 7.7		Establish and maintain environmental regulation training programs which are cost-effective, relevant, and timely.
Success Criteria	End of 2nd Quarter FY 1995	Establish and implement an environmental regulation training program that identifies and provides regulatory training to site personnel.
Strategy 7.8		Establish and maintain a process for interacting with regulatory agencies.
Success Criteria	End of FY 1995	Revise existing procedures where required to ensure consistent and informed interactions with regulatory agencies.
	Thereafter	Receive no justifiable complaints from regulatory agencies regarding Rocky Flats responsiveness.
Strategy 7.9		Publish and maintain an environmental permitting and compliance strategy.
Success Criteria	End of 3rd Quarter FY 1995	Publish an environmental permitting and compliance strategy.
	End of FY 1996	Integrate into appropriate work plans.

Manage waste and materials, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use **in a manner that is safe, environmentally and socially responsible**, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 8:** By the end of FY 1996, the interests, values, views, priorities and concerns of the public are appropriately integrated into the operations at Rocky Flats.  
(Champion: B. Brainard-Jordan)

Major Work Elements

- Public participation

Target Date		Action
Strategy 8.1		Define and establish measurement criteria for "appropriately."
Success Criteria	End of 1st Quarter FY 1995	Establish and obtain approval for "appropriately" definition and measurement criteria from RFFO and the contractor(s). Include definition and measurement criteria as an appendix to guidelines on stakeholder involvement. Definition and measurement criteria are reviewed with stakeholders.
Strategy 8.2		Guidelines and timelines for incorporating public participation and criteria for choosing the type and level of public participation are formalized.
Success Criteria	End of FY 1995	Define the process, roles and responsibilities of the decision makers and the public.
	End of FY 1995	A community relations plan that includes Rocky Flats Cleanup Agreement requirements and stakeholder input will be prepared and updated every other year.
	End of FY 1995	Public involvement is considered in appraisals for appropriate employees and contractor(s).

Target Date		Action
Strategy 8.3		Participation and information are in forms and forums responsive to the public's needs, interests, concerns, and time.
Success Criteria	End of FY 1995	Solicitation of public input by decision makers will include an agreed upon format and time frame for acknowledging consideration of that input.
	End of FY 1995	Public participation efforts are expanded to include alternative formats, such as small forums hosted by outside groups that include opportunities for input and sharing concerns, as well as information.
	End of FY 1995	Public input is solicited in a proactive and timely manner in conjunction with major decisions, and includes input to policy development as well as review and comment.
		Core level activities such as budgeting, planning, priority setting, etc. continue to become more accessible to the public.
		Information is available to the public in a variety of forms, such as videos, computer bulletin boards, etc.
Strategy 8.4		Planning, implementation, and evaluation of public participation activities are integrated among the groups involved in public participation at Rocky Flats.
Success Criteria	Ongoing	The Public Participation Focus Group continues to meet to develop, integrate and evaluate innovative strategies for public participation.
	Ongoing	A joint calendar of Rocky Flats public involvement activities continues to be distributed.
	End of 1st Quarter FY 1995	A survey has been conducted to solicit public interests, values, views, priorities and concerns; and evaluate the Rocky Flats Community Relations program.
	End of FY 1995	At least three public participation efforts have been jointly conducted by decision-making agencies to test improved methods of incorporating public views into specific decisions.

Manage waste and materials, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use **in a manner that is safe, environmentally and socially responsible**, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 9:** Develop and motivate our people, both as individuals and as a team. (Champion: M. Day)

Major Work Elements

- Employee development
- Empowerment
- Training
- Communication
- Rewards

Target Date		Action
Strategy 9.1		Provide training on the concept and value of diversity in the workplace, and bring together a workforce diversity council to provide visibility and awareness of diversity in the workplace.
Success Criteria	End of FY 1994	Convene a workforce diversity council.
	End of FY 1995	50% of the sitewide workforce attend 4 hours of diversity training.
	End of FY 1996	100% attend 4 hours.
	End of FY 1996	Achieve a professional, administrative, technical, and clerical workforce profile matching the civilian labor force.
Strategy 9.2		Emphasize retention and development of existing and former employees.
Success Criteria	End of FY 1995	New job postings are filled in accordance with Section 3161 and the approved Rocky Flats Workforce Restructuring Plan.
	End of FY 1996	Training programs are integrated with future program needs.

Target Date		Action
Strategy 9.3		Perform a systematic bench marking effort to establish a baseline for performance in achieving improvement in each of the following motivational areas: clear communications, use of reward systems, development of people, and employee involvement in decision making.
Success Criteria	End of 1st Quarter FY 1995	Baseline is established.
Strategy 9.4		Establish simple and effective communication methods.
Success Criteria	End of 2nd Quarter FY 1995	Designated responsible manager issues response to Employee Communications on 95% of Direct Line queries within 5 working days.
	End of 2nd Quarter FY 1995	When called upon by Employee Communications to respond to a Rumor Hotline query, return answer to 95% of calls on the day the call is received.
	End of 2nd Quarter FY 1995	All supervisors hold weekly staff meetings on a regular basis (75% of the time).
	End of FY 1994	Post public meeting announcements in advance of the meeting.
	End of 1st Quarter FY 1995	Responsible manager for issue area respond within 2 weeks to letters published in the "Employee's Always Write" section of the site newspaper.
	End of 1st Quarter FY 1995	DOE Manager's Office and Contractor President's or General Manager's Office submit a guest column for publication in the site newspaper on a rotating monthly basis.
		Periodic bench mark follow-up review indicates satisfactory or positive supervisory-level communication response and participation in established communications methods.

Target Date		Action
Strategy 9.5		Exercise existing performance appraisal and rewards systems to maximize recognition of accomplishment, contribution and success by both teams and individuals.
Success Criteria	End of FY 1995	Periodic bench mark follow-up review indicates improvement in effectiveness of rewards systems.
Strategy 9.6		Require contractor managers and supervisors to attend the Leadership Academy.
Success Criteria	End of 1st Quarter FY 1996	60% of contractor managers and supervisors attend the Leadership Academy.
	End of 1st Quarter FY 1998	100% of contractor managers and supervisors attend the Leadership Academy.
Strategy 9.7		Continue to involve employees in Total Quality Management (TQM) Process Management Teams and Process Improvement Teams.
Success Criteria	End of FY 1995	Improve efficiency of 12 processes per Fiscal Year.
	End of 3rd Quarter FY 1996	51% of employees have participated as members of Process Management Teams or Process Improvement Teams.
	End of 3rd Quarter 1998	80% of employees have participated as members of Process Management Teams or Process Improvement Teams.
		Periodic benchmark follow-up review indicates improvement in employee involvement in decision making at the site.

<b>Target Date</b>		<b>Action</b>
Strategy 9.8		Establish a RFFO Supervisor/Manager Leadership Training Program.
<b>Success Criteria</b>	<b>End of 3rd Quarter FY 1995</b>	<b>Develop the RFFO Supervisor/Manager Leadership Training Program.</b>
	<b>End of 3rd Quarter FY 1997</b>	<b>50% of the RFFO Supervisors/Managers meet the requirements of the program.</b>

---

Manage waste and materials, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use in a manner that is safe, environmentally and socially responsible, physically secure, and cost effective.

**STRATEGIC OBJECTIVE 10:** By the end of FY 1999, reduce by 25% the security resource requirements and security impacts to other programs without an unacceptable increase in risk.  
(Champion: J. Hartman)

**Major Work Elements**

- Secure nuclear material
- Automated controls
- Reduce security requirements
- Site Specific Threat Statement
- Vulnerability assessment
- Performance based requirement

Target Date		Action
Strategy: 10.1		Integrate Safeguards and Security (S&S) planning functions across site organizations to establish security infrastructure changes that can be pursued by FY 1995.
Success Criteria	End of FY 1995	Develop and implement an integrated planning function to assess changes to security requirements.
	End of FY 1995	Establish security impacts to other programs.
Strategy: 10.2		Facilitate reduction in staffing requirements by identifying and implementing automated controls during Special Nuclear Material consolidation.
Success Criteria	End of FY 1996	Develop requirements documenting graded Safeguards and Security approaches to special nuclear material consolidation.
	End of FY 1996	Identify technology needed to provide adequate security after special nuclear material consolidation is complete.
	End of FY 1996	Identify technology needed to provide adequate sitewide security.
	End of FY 1998	Identify and assess current and planned Safeguards and Security systems to ensure consistency with special nuclear material consolidation schedules.
	End of FY 1999	Initiate installation and implementation of automated access controls and appropriate Safeguards and Security systems.



Target Date		Action
Strategy 10.3		Develop a more cost efficient Protective Force shift arrangement which includes a training relief shift to reduce training costs.
Success Criteria	End of FY 1995	Complete an assessment to determine the most cost and mission effective shift schedule.
	End of FY 1996	Develop and implement a training program in line with Job Task Analysis that is in harmony with the shift schedule.
	End of FY 1997	Develop a plan to conduct 90% of Protective Force training on shift.
	End of FY 1999	Implement the plan to conduct 90% of Protective Force training on shift.
<hr/>		
Strategy 10.4		Redefine safety training requirements for Safeguards and Security and Protective Force personnel in line with the Job Task Analysis and job responsibilities.
Success Criteria	End of FY 1996	Identify and modify safety training requirements based on job-specific requirements.
	End of FY 1997	Integrate modified safety training requirements into the central plant training programs for the Safeguards and Security Operating Contractor personnel.
	End of FY 1997	Obtain DOE acceptance of identified Security Police Officer safety training requirements.
	End of FY 1997	Integrate modified safety training requirements into the Protection Force refresher cycle.
	End of FY 1998	Implement the appropriate training courses to maintain proficiency and certification of the Protective Force.

Target Date		Action
Strategy 10.5		Using information from local resources, develop and request DOE Headquarters approval of a Rocky Flats site-specific threat statement to replace the generic threat guidance.
Success Criteria	End of FY 1997	Develop the site-specific threat guidance documents in conjunction with DOE Headquarters Regional Threat Assessment Program (RTAP).
	End of FY 1997	Submit site-specific threat guidance document to DOE Headquarters for approval.
	End of FY 1998	Obtain approval of site-specific threat statement.
	End of FY 1999	Implement site specific threat statement into the Site Safeguards and Security Plan (SSSP) process.
Strategy 10.6		Identify and implement improvements that can be achieved by application of performance-based-requirements as opposed to compliance-based-requirements and continue to maintain an acceptable risk.
Success Criteria	End of FY 1999	Utilizing a risk based approach, analyze the performance based requirements versus compliance based requirements of existing orders.
	End of FY 1999	Initiate verification through performance testing that the Safeguards and Security requirements support the SSSP.
	End of FY 1999	Initiate requests for waivers, variances or exceptions as required for compliance requirements that are no longer necessary.

Manage waste and materials, clean up and convert the Rocky Flats Environmental Technology Site to beneficial use **in a manner that is safe, environmentally and socially responsible, physically secure, and cost effective.**

**STRATEGIC OBJECTIVE 11:** Implement a culture that ensures we plan, prioritize and streamline activities so that 50% of FY 1998 operating funds are available for liability reduction activities (e.g., Operating Unit [OU] remediation; waste treatment, storage and disposal; material stabilization; Special Nuclear Material [SNM] consolidation). **(Champion: M. Karol)**

**Major Work Elements**

- Assess and eliminate unnecessary requirements and associated work resulting from building deactivation, SNM consolidation etc.
- Reduce Site operating costs
- Reduce core activity cost and focus on liability reductions
- Reduce overhead

<b>Target Date</b>		<b>Action</b>
Strategy 11.1		Define current building operating costs and identify recommendations to eliminate or modify current and/or planned activities, and assess annually.
Success Criteria	End of 2nd Quarter FY 1995	Complete and publish a Rocky Flats building operating costs report which includes cost saving recommendations.
	Annually Thereafter	Update the report.
Strategy 11.2		Reduce building operating costs by implementing the recommendations to eliminate or modify current and/or planned activities.
Success Criteria	1 Year After Report	Prioritize and implement 50% of approved cost reduction recommendations.
	3 Years After Report	Prioritize and implement the remaining 50% of approved cost reduction recommendations.

Target Date	Action
-------------	--------

Strategy 11.3	Define current indirect costs and identify recommendations to eliminate or modify current and/or planned activities, and assess annually.
------------------	---

Success Criteria	End of 2nd Quarter FY 1995	Complete and publish a Rocky Flats indirect costs report which includes cost saving recommendations.
	Annually Thereafter	Update the report.

Strategy 11.4	Reduce indirects costs by implementing the recommendations to eliminate or modify current and/or planned activities.
------------------	--

Success Criteria	1 Year After Report	Prioritize and implement 50% of approved cost reduction recommendations.
	3 Years After Report	Prioritize and implement the remaining 50% of approved cost reduction recommendations.

Strategy 11.5	Define current clean up costs and identify recommendations to eliminate or modify current and/or planned activities, and assess annually.
------------------	---

Success Criteria	End of 2nd Quarter FY 1995	Complete and publish a Rocky Flats clean up costs report which includes cost saving recommendations.
	Annually Thereafter	Update the report.

Strategy 11.6	Reduce clean up costs by implementing the recommendations to eliminate or modify current and/or planned activities.
------------------	---

Success Criteria	1 Year After Report	Prioritize and implement 50% of approved cost reduction recommendations.
	3 Years After Report	Prioritize and implement the remaining 50% of approved cost reduction recommendations.

Target Date		Action
Strategy 11.7		Incorporate into budgetary plans and work descriptions identified cost reductions. Reallocate identified operating funds into prioritized Rocky Flats liability reduction activities.
Success Criteria	In FY 1995	Reallocate to liability reduction activities 5% of core activity funding based on FY 1994 expenditures.
	In FY 1996	Reallocate to liability reduction activities 5% of core activity funding based on FY 1995.
	In FY 1997	Reallocate to liability reduction activities 5% of core activity funding based on FY 1996.
	In FY 1998	Reallocate to liability reduction activities 5% of core activity funding based on FY 1997.
Strategy 11.8		Transition to the Field Chief Financial Officer financial activities currently performed for RFFO by Albuquerque.
Success Criteria	End of 1st Quarter FY 1995	Fully staff Field Chief Financial Office.
	End of 2nd Quarter FY 1995	Implement a Budget Execution and Formulation System at RFFO.
	End of 2nd Quarter FY 1995	Obtain Direct Allotment Holder authority.
	End of 2nd Quarter FY 1995	Implement fully functional Departmental Integrated Standardized Core Accounting System in conjunction with the Western Area Power Administration.

## **Glossary (Acronyms)**

---

<b>ADS</b>	<b>Activity Data Sheet</b>
<b>CDPHE</b>	<b>Colorado Department of Public Health and Environment</b>
<b>CERCLA</b>	<b>Comprehensive Environmental Response Compensation &amp; Liability Act</b>
<b>CFR</b>	<b>Code of Federal Regulations</b>
<b>DOE</b>	<b>United States Department of Energy</b>
<b>EPA</b>	<b>United States Environmental Protection Agency</b>
<b>FY</b>	<b>Fiscal Year</b>
<b>IAEA</b>	<b>International Atomic Energy Agency</b>
<b>IHSS</b>	<b>Individual Hazardous Substance Site</b>
<b>LDR</b>	<b>Land Disposal Restricted</b>
<b>NEPA</b>	<b>National Environmental Protection Act</b>
<b>OU</b>	<b>Operable Unit</b>
<b>PIDAS</b>	<b>Perimeter Intrusion Detection and Assessment System</b>
<b>RCRA</b>	<b>Resource Conservation &amp; Recovery Act</b>
<b>RF</b>	<b>Rocky Flats</b>
<b>RFFO</b>	<b>Rocky Flats Field Office</b>
<b>SNM</b>	<b>Special Nuclear Material</b>
<b>SSSP</b>	<b>Site Safeguards and Security Plan</b>
<b>TRU</b>	<b>Transuranic</b>

## STRATEGIC PLAN

### Terms and Definitions

**Activity:** An activity encompasses all efforts, actions, and physical entities at the site, including programs, projects, waste types, operable units, buildings, committees, issues, findings, etc. Activities are separated into two types, base and liability reduction. Independent Technical Review of the Rocky Flats Plant, Preliminary Draft, U.S. Department of Energy, Office of Environmental Restoration and Waste Management, September 1993.

**Base Activity:** The efforts, actions, and physical entities which must be performed or maintained because they are mandated or absolutely essential to keep the site at a minimum acceptable state. Minimum medical services, legal, and fire protection are examples of base activities. See also Liability Reduction Activities. Independent Technical Review of the Rocky Flats Plant, Preliminary Draft, U.S. Department of Energy, Office of Environmental Restoration and Waste Management, September 1993.

**Beneficial Use:** A use of resources, including workers, equipment, facilities and land, that would add economic, social or ecological value to the community or economy.

**Conversion:** See **Economic Conversion**. Either term is correct.

**Economic Conversion:** A process to convert existing DOE resources, including workers, equipment and facilities, to non-DOE uses. This includes both "site economic conversion", the conversion of Rocky Flats resources to commercial uses, and "community economic conversion", a cooperative effort between Rocky Flats and the community to create new commercial opportunities in the local economy. A subset of **Economic Development**.

**Economic Development:** The process of converting DOE resources, including workers, equipment and facilities, from defense-related production to commercial activities which benefit the local, regional or national economy. This is a long term DOE mission intended to create an integrated approach to future use of workers, equipment, technology, capabilities and land. Economic Development is comprised of three subsets: economic conversion, privatization and technology transfer. These three subsets may overlap and complement each other.

**Hazard:** Any material which has been determined to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce. DOE Order 1540.1 [see 40 CFR 300.6 (5500.1A Change 1)]

**Liability:** Liability denotes the potential to incur a loss of credibility, money, property, environment quality, or human capability as encompassed by all aspects of facilities, materials, work, safety, environment, financial and political implications. Independent Technical Review of the Rocky Flats Plant, Preliminary Draft, U.S. Department of Energy, Office of Environmental Restoration and Waste Management, September 1993.

**Liability Reduction Activity:** All activities other than base activities. See also Base Activities. Independent Technical Review of the Rocky Flats Plant, Preliminary Draft, U.S. Department of Energy, Office of Environmental Restoration and Waste Management, September 1993.

**Mission:** The Rocky Flats mission is a broadly defined but enduring statement of the purpose and scope of the Rocky Flats Operations. Draft Rocky Flats Strategic Plan, February 22, 1994.

**No Further Action:** At Rocky Flats Site, validated field characterization data proves that contaminant concentrations are not significantly above action levels. Rocky Flats Environmental Restoration Program. May compare with "No Further Remedial Action Planned" definition in the DOE Glossary of CERCLA, RCRA, and TSCA Related Terms and Acronyms, October 1993.

**Risk:** Risk is defined as a quantitative or qualitative expression of possible loss which considers both the probability that a hazard will cause harm and the consequences of that event. The Rocky Flats Dictionary, EG&G Rocky Flats, Second Edition, July 1991. (5480.5) (5480.6) (5481.1B, Change 1); (3) An existing characteristic that carries a probability of waste, loss, mismanagement, unauthorized use, or misappropriation due to the nature of an activity itself (e.g. payment of entitlements, handling sensitive or valuable material, and sales to the public). The Rocky Flats Dictionary, EG&G Rocky Flats, Second Edition, July 1991

**Standards:** A model established by law, DOE regulation, policy, custom, or general agreement against which a security system can be measures. The Rocky Flats Dictionary, EG&G Rocky Flats, Second Edition, July 1991.

**Strategic Objectives:** Rocky Flats guidelines, which are developed from a distillation of the mission, vision, and goals, from which concrete action plans can be developed. Draft Rocky Flats Strategic Plan, February 22, 1994.

**Success Criteria:** A performance measurement. The management process of identifying and reviewing the progress of actual work as compared with the baseline in terms of quality, scope, schedule, and cost. Rocky Flats Instruction 2250.1, 8/6/93.

**Technology Transfer:** The process by which DOE technology or expertise developed in one organization, one area, or for one purpose is applied or used in another organization, another area or for another purpose, generally in the private sector. The aim is to find alternate uses for technology, create spin-off opportunities and , most importantly, develop commercial applications for existing DOE technologies.

**Vision:** The Rocky Flats vision is a statement to communicate the purpose, business scope and competitive leadership for the Rocky Flats Site. Draft Rocky Flats Strategic Plan, February 22, 1994.

---

Independent Technical Review Of The Rocky Flats Plant, U.S. Department of Energy, Office of Environmental Restoration and Waste Management, Pre Decisional Draft, Rev. 1, August 1993.

The Rocky Flats Dictionary, EG&G Rocky Flats, Second Edition, July 1991

The Draft Rocky Flats Strategic Plan, February 22, 1994.

The Strategic Planning Meeting, December 14-15, 1993, Draft Revision 0, Alphatrac, Inc. December 17, 1993.

The Merriam Webster's Collegiate Dictionary, Tenth Edition, Merriam-Webster Incorporated, 1993.